

The Phoenix Software

# Culture Blueprint







“

**...its crest shines with  
the sun's own light and  
shatters the darkness  
with its calm brilliance...”**

Claudian's Poem "Phoenix"



Hi there

Starting at a new company can be scary, and a lot of that is just because there's so many things you don't know.

- What are the people like?
- Will I fit in?
- How do they work?

We've written this to help you feel comfortable in understanding what it's really like to be part of #TeamPhoenix.

We're a lovely bunch, full of talent, ambition, and a desire to do incredible things, but we are all still humans too! We work hard and have fun doing it, we achieve amazing things and make plenty of mistakes along the way. We are changing and growing all the time but we all still talk like normal people.

And above all, we enjoy our time together.

So, grab a brew, have a read, and let it all sink in.

**From all of us at #TeamPhoenix.**





**What you will find  
inside this guide**



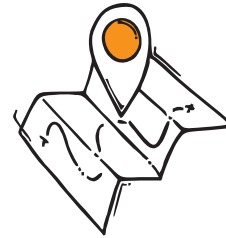
## 8 | Our once upon a time

(Where it all began)



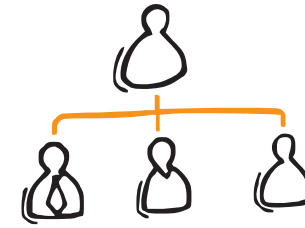
## 12 | Our mission

(Where we're going)



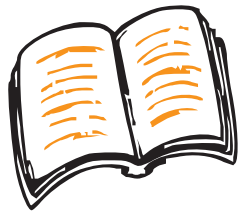
## 14 | Our journey

(How we'll get there)



## 24 | The characters

(Other people that we care about)



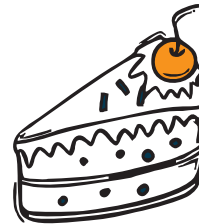
## 26 | The plot

(The way we get work done)



## 32 | The magic

(Our superpowers)



## 40 | So, what now?

(Your next steps)



## 42 | FAQs

(All the things you want to know, but might not ask)



# Our once upon a time

(Where it all began)



# Are you sitting comfortably? Then let's begin...

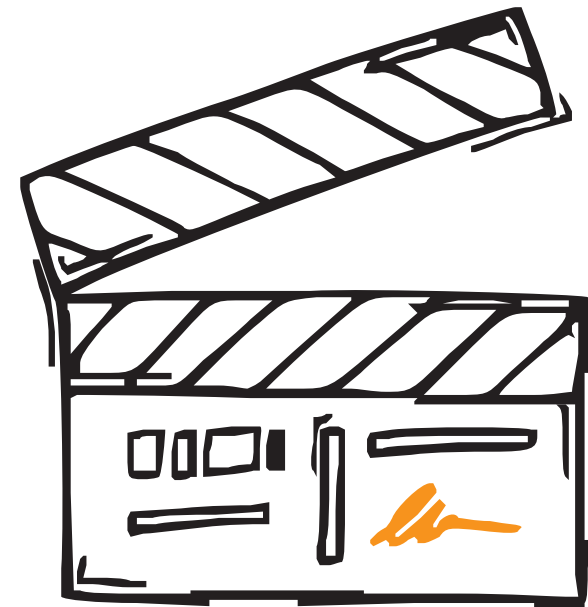
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Like all the best stories in life, this one starts with two friends who enjoyed spending time together.

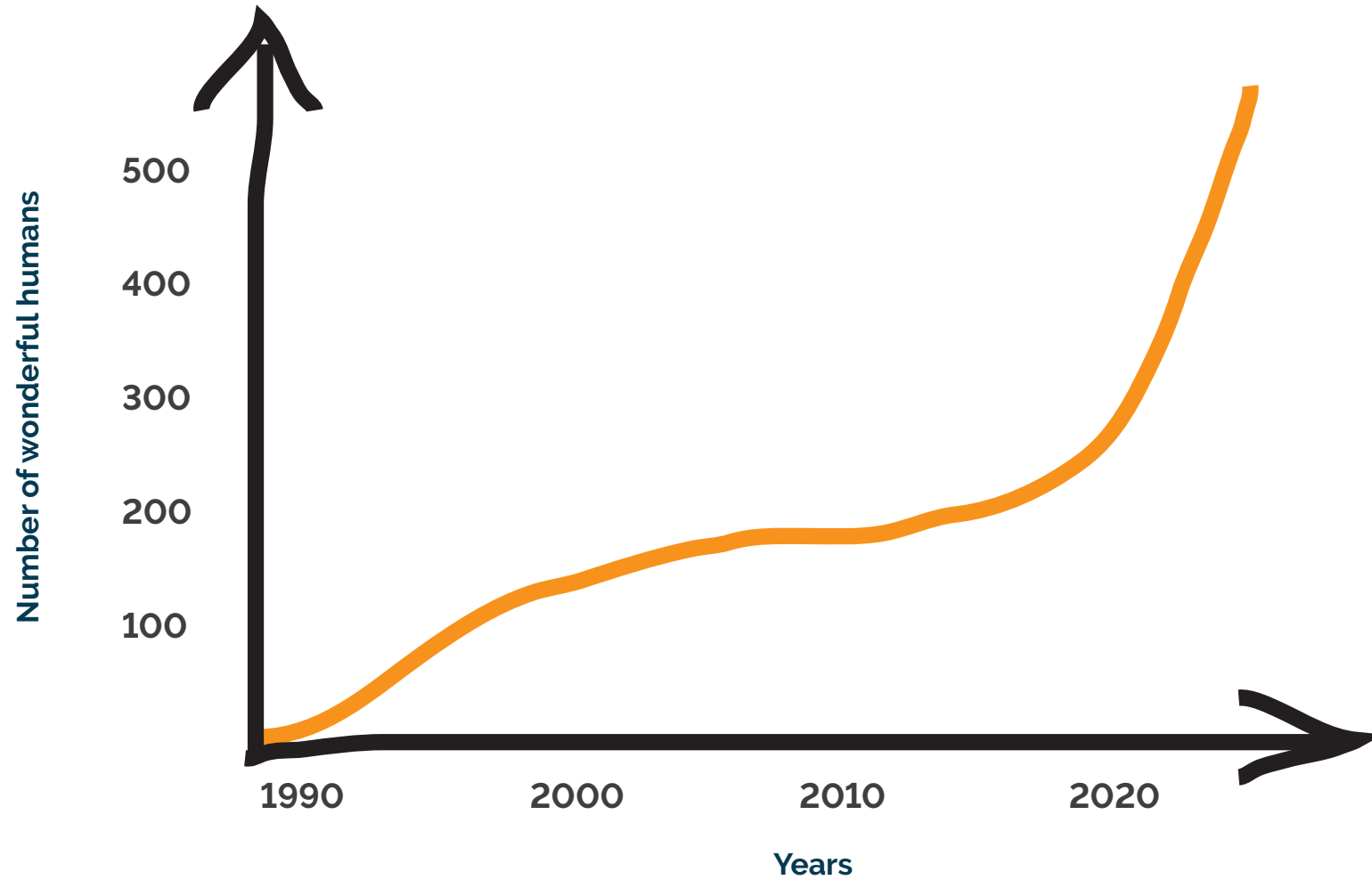
Jan and Suzanne lived in the same village and worked for different technology companies. Jan loved talking to people and selling things, while Suzanne couldn't get enough of the cool new technology.

Then, in 1990, they had a brilliant idea. They decided to team up and start a new adventure together...

Phoenix was born!



What started as two friends in 1990 grew to 100 people by the turn of the millennium, 150 by 2003, and over 400 by 2023!



As Phoenix grew, they didn't just stick to what they were good at, they constantly looked to come up with new ideas.

In 2008 they created a unique product called License Dashboard, designed to make complicated things simple for their customers.

That passion to create and build is part of the Phoenix DNA, bringing constant innovation to the market such as the award-winning Sustainability App.

What began as a small business in York was quickly catching the attention of the biggest technology companies in the world. Very soon names such as Dell, Microsoft, Adobe, VMware, and many more started awarding Phoenix for their expertise and partnership.

Being technology specialists wasn't all Phoenix were being noticed for. In 2017, Phoenix started being known

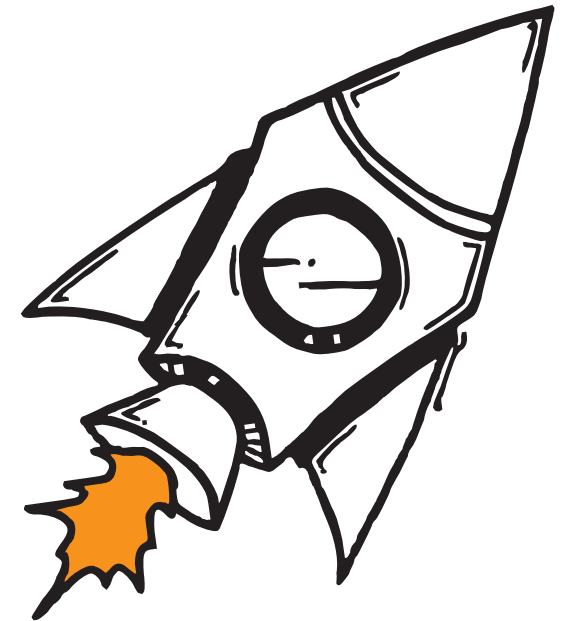
as a leader in creating fairer places to work for all, and a company that wanted to make a difference to the world we live in by taking on the fight against the climate crisis and inequality.

But the real story has only just begun. You see, Phoenix has a secret to their success.

It's simple, but brilliant...

If you create a great place to work that people enjoy, they'll deliver their best work to your customers and your business will succeed.

**This is #TeamPhoenix.**



# Our mission

(Where we're going)

# We empower and inspire our people to fulfil their potential so they can help our customers make smarter buying decisions and meet their business objectives through technology.

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## This is what that actually means...

Technology is complicated, and it changes fast. For our customers, that combination can be a real headache.

Our customers are busy doing really important things like saving lives, protecting people, building new products, and creating new services.

To be really good at what they do, they need simple, honest, and expert advice on how technology helps them do it.

That's what we do - we make the complicated simple.

None of this journey is possible without our people being the best they can be.



# Our journey

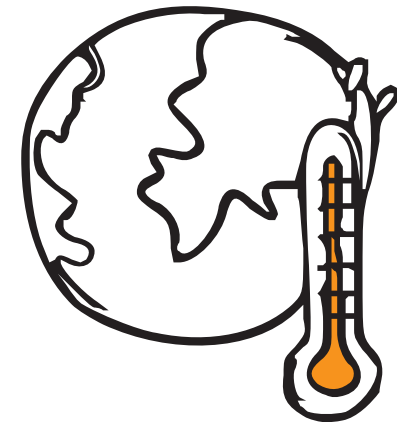
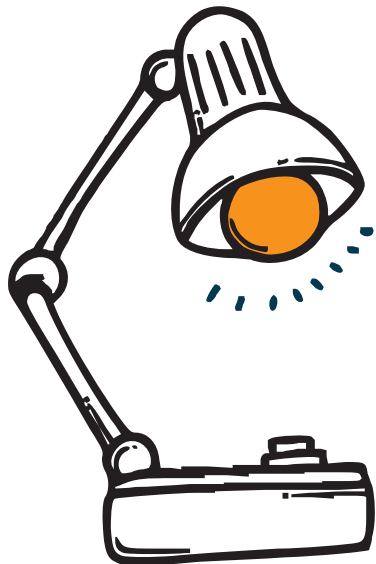
(How we'll get there)

# First, we want you to feel part of it..

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Every day, we think how we can create an even more inclusive workplace at Phoenix. We're all human, and we're all different. And that's a good thing so we want to shine a light on it.

Let's celebrate our diversity as we work together.



## We take care of our planet

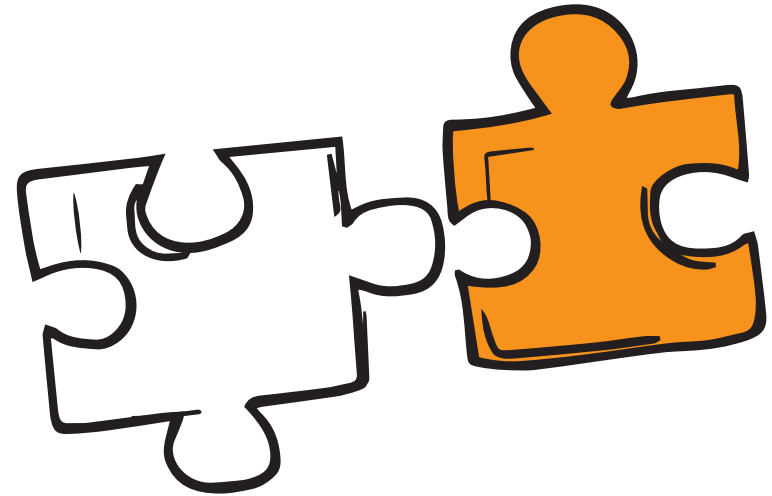
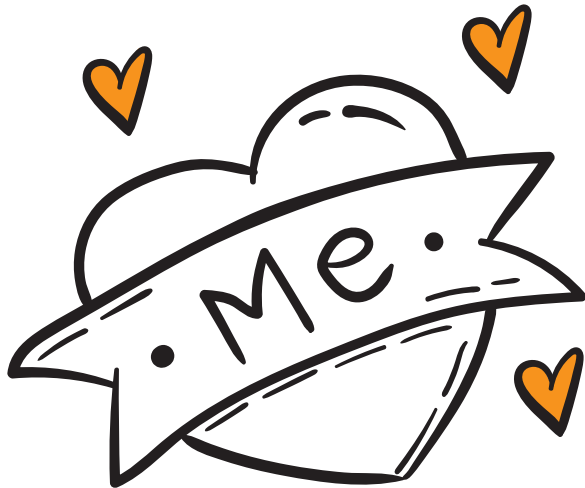
We're Carbon Neutral and we aim to be Net Zero by 2040. We're committed to using renewable energy, reducing our emissions, and being a force for change with our supply chain. If you feel like we do about protecting our planet then we'd love your help.



## Mental health matters

It's great that there is more awareness about mental health now, but that's not enough.

To support our pledge to end mental health discrimination, we have an onsite Employee Engagement & Staff Welfare Manager, an internal employee-led network focused on mental health and wellbeing, and a free Employee Assistance Programme (EAP) for all employees. We're in this together.



## Diversity, inclusion and equality

We want our company to truly reflect society, and our actions match this goal.

We have signed the Race At Work Charter, showcase accessibility technology, and our passion for women in IT is shared across many activities.





## Disability Confident employer

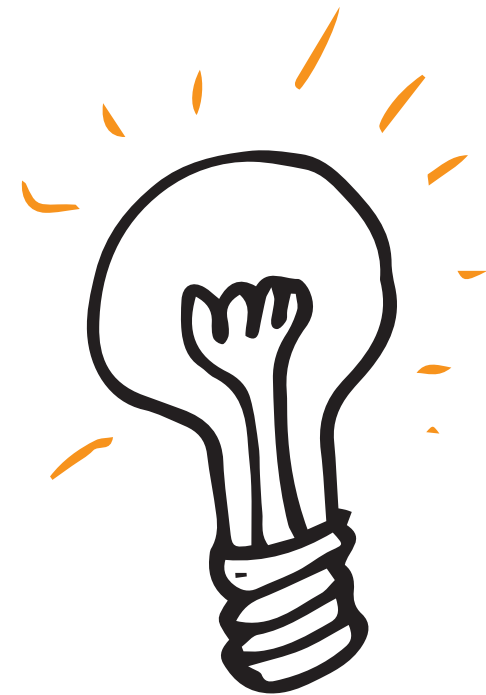
Our Accessibility Centre of Excellence (ACE) was created specifically to support those with varying disabilities, and we ensure our office is comfortable for those with accessibility needs.

In addition, our Adopt Digital programme showcases how technology supports accessibility so that everyone is able to use technology to perform at their best.

## We love to hear your ideas!

We're very proud and excited about our AIM (All Ideas Matter) initiative.

This is an open forum where all employees can share and bring their ideas to life!



# Next, let's talk about what it's like to work here!

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Most companies talk about **values** on their website and on their office wall as their way of explaining what their company culture is like... but we don't think that's enough.

At Phoenix we care about **valued behaviours**. Think of them as the foundations of our culture.

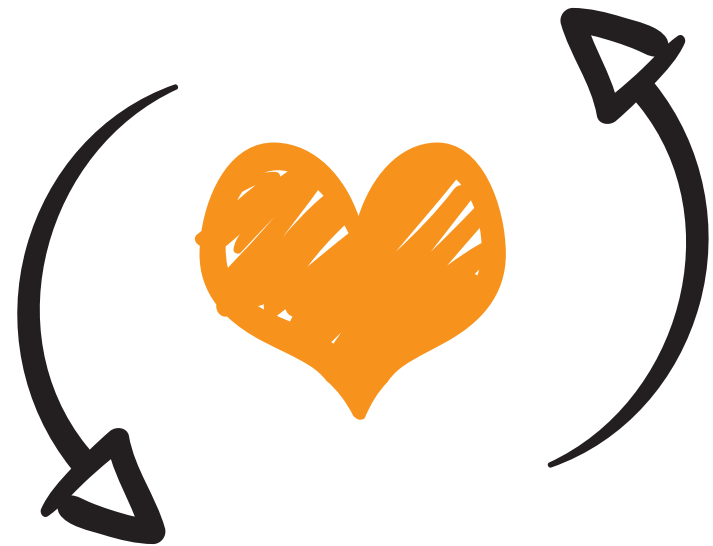
These behaviours are our DNA, our personality as a company. They help guide everyone in Phoenix in how to create success for their customers, partners, suppliers, and for each other.

Our valued behaviours help #TeamPhoenix to navigate everything from making day-to-day decisions to solving big, complex, new challenges.



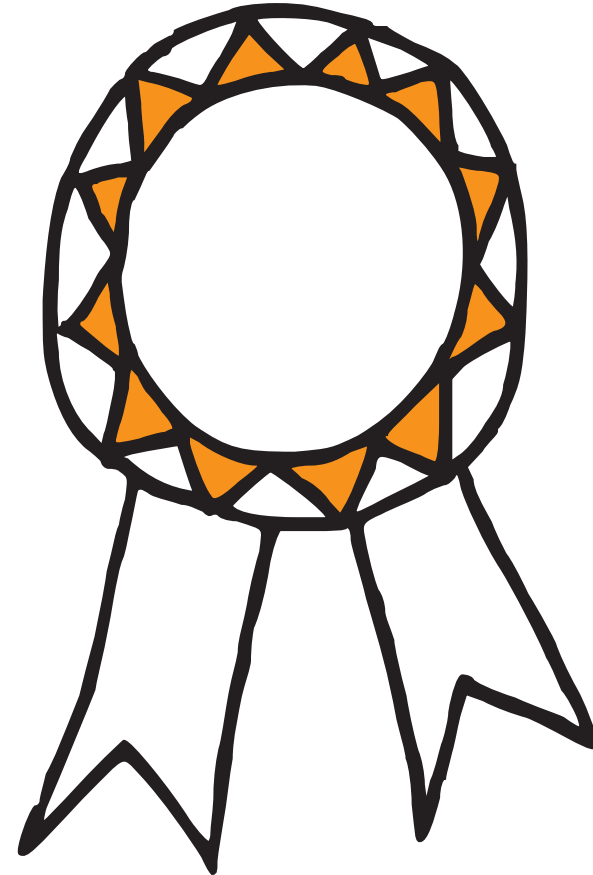
# We're passionate about employees and our customers

- We show up with energy and enthusiasm, inspiring those around us
- We are positive in our intentions
- We go the extra mile - recognising and celebrating those who deliver **above and beyond**
- We think about our customers all the time, bringing them ideas and suggestions
- We are considerate about how we show up and the way that can impact those around us
- We prioritise the team over self-interests
- We are proactive members of the team - we don't freeload off the work of others



# We act with integrity at all times

- We are open and transparent
- We are reliable and we always deliver on our promises - this is why our customers trust us!
- We're not fans of placing blame. Instead, we value honest self-reflection and solving problems without making them personal
- We take full responsibility for our actions and maintain the highest standard of accountability
- We don't turn a blind eye when we see unacceptable or inappropriate behaviour
- Discrimination or prejudice of any kind are not welcome in #TeamPhoenix!



# We work together and collaborate across all teams

- We bring the knowledge and experience from across Phoenix to help our customers succeed - you'll hear the phrase "**True partnerships. Remarkable outcomes.**"
- We love recognising the hard work of others in all teams across the company
- We may work fast, but we support each other as we do so
- We challenge each other (respectfully) and we're able to have difficult conversations to achieve a common goal
- We don't work in isolation, hoarding knowledge. We share what we know, and we do it straight away
- When we listen to each other, we listen with the intent to understand - not just waiting for our turn to speak!
- We love it when people seek to understand views that are different to their own



# We're kind and respectful to all people, all of the time

- Everyone's time is valuable, so we value it - like being on time in meetings
- We acknowledge personal circumstances
- We are understanding and empathetic
- We value humility over ego
- We don't seek to mislead or deceive others
- We aren't dismissive of anyone
- We aren't judgemental or biased in our treatment of others
- We are always interested in what others have to say
- We include everyone, especially those who might not easily speak up, without making them feel uneasy



# We get business done and have fun doing it!

- Bring your ideas, no matter how bizarre! This is a place to let your imagination flow
- We love it when people tell us what fun is to them... that helps to make Phoenix fun for all - and we're not fans of forced fun here
- We celebrate each other at every opportunity
- We like making friends and getting to know each other, it helps us to enjoy our work and be successful
- We enjoy making things simple for each other and our customers
- We don't have fun at the expense of others - that isn't fun at all
- We don't treat the company like a playground. We're here to work and have fun doing it, not the other way around



# The characters

(Other people that we care about)



# So who do we work with?

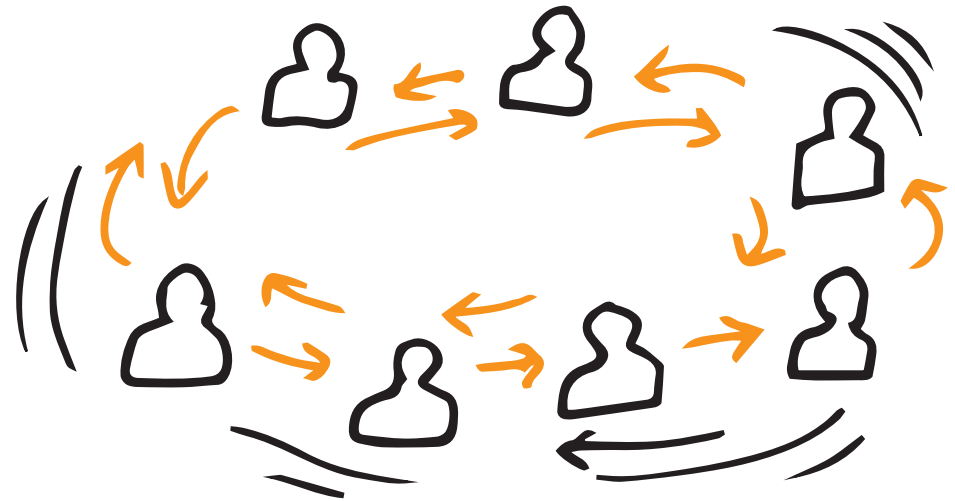
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Unsurprisingly you'll spend a lot of your time working with other people - fellow members of #TeamPhoenix, customers, partners like Microsoft, and also suppliers.

The key thing to remember is that our valued behaviours apply equally no matter who we work with.

Our customers, partners, and suppliers trust us because of how we show up every day, in every situation. That doesn't mean things are never difficult, or that we sometimes have to have hard conversations, but it does mean that we show up in a way that's consistent.

When we ask people we work with what they like about our relationship, they often say they get **value**, they **trust** us and that we're always **friendly**. That isn't an accident, it's because of how we show up every day.



# The plot

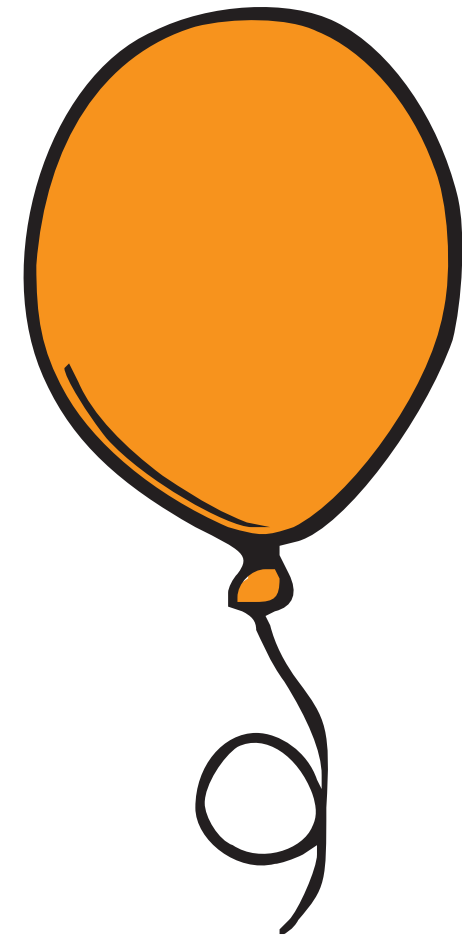
(The way we get work done)

# What's a 'typical day' like?

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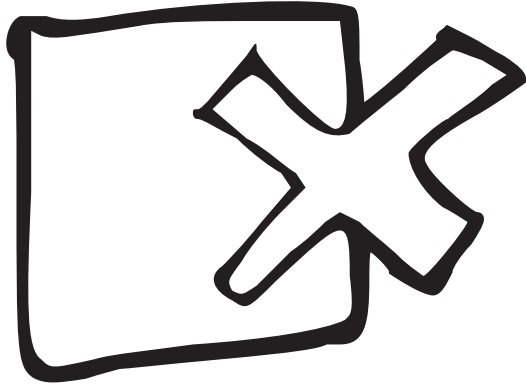
Well... there isn't one, but there are things that happen frequently that can help you get a feel for what it's like - and if that's right for you.

We love to celebrate and recognise each other's achievements. There is something magical about making someone feel good about the work they've done, so we do that a lot.



# We work hard, and fast! But what does hard work mean at Phoenix?

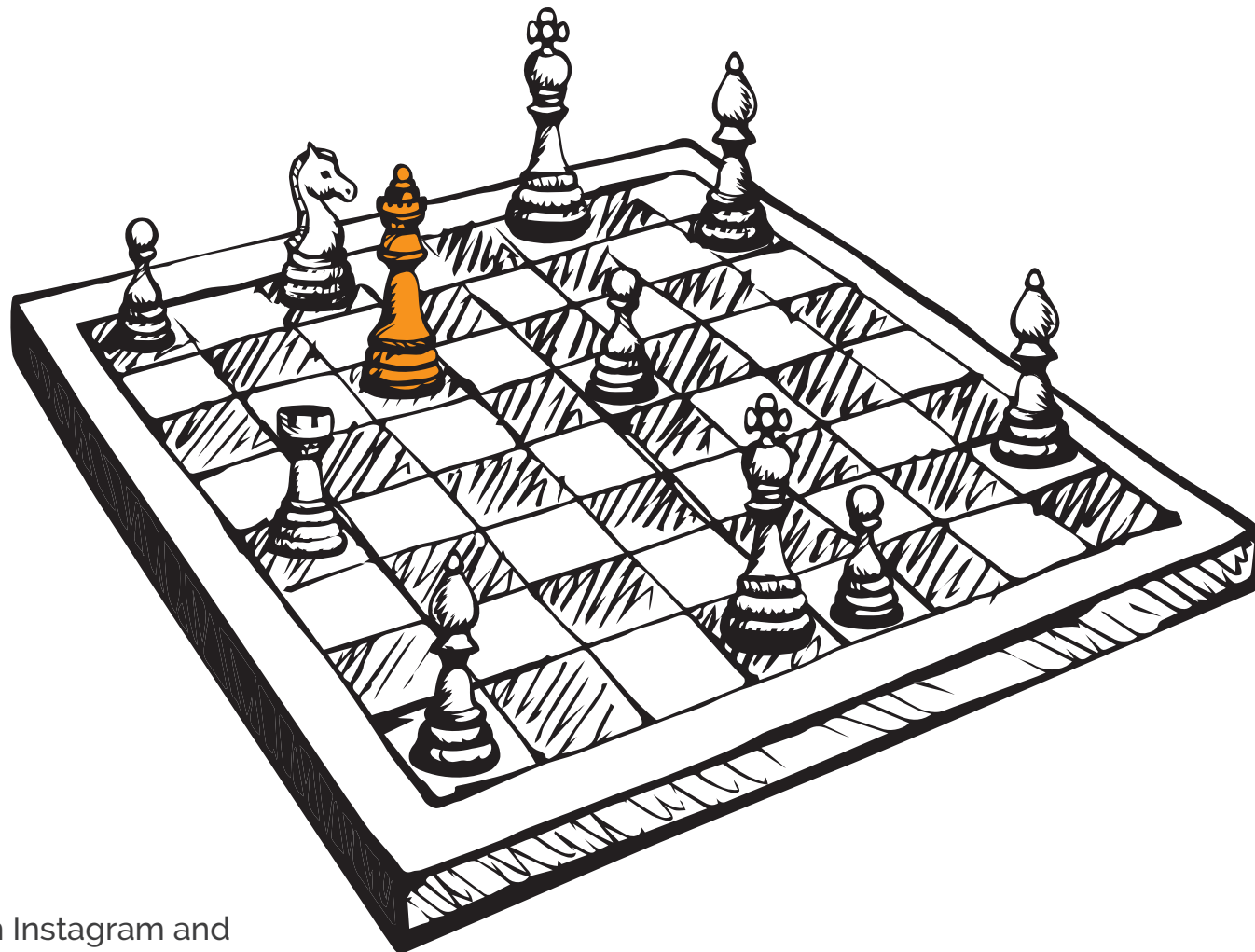
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It doesn't mean boring, 18-hour days full of micromanagement and massive pressure.



It does mean bringing your A game. We commit to the work we do, we bring our full energy, focus, and determination - and we do it at pace!



If you want a 9-5 while scrolling through Instagram and hardly using your brain, this isn't the place for you.

But if you want to get stuck into something cool that'll test you, working alongside talented people that enjoy working together, then keep reading...



We **listen** to our customers. We don't just wait for our turn to speak, and we're not here to dazzle them with our knowledge.

Our success comes from creating the best value for our customers, and that comes from understanding them.

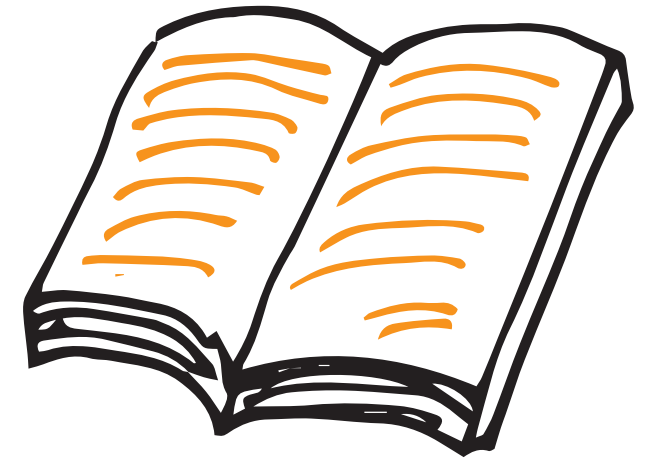
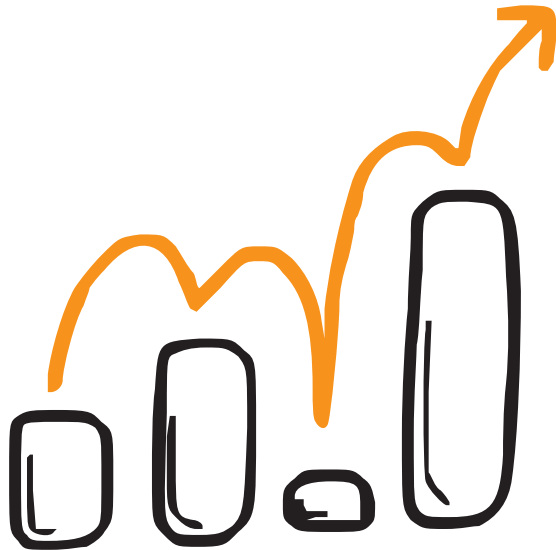
You can only understand them if you listen.



Change is our constant - think of us like an **ongoing experiment!**

We try new things and we're biased for action. To be part of #TeamPhoenix is to be always open to trying something new, and to be open to a little chaos along the way...

We make mistakes! If we're not making mistakes, then we're not making progress. **Mistakes are the path to success** and being at Phoenix means being comfortable making them, talking about them, and (crucially!) sharing and applying what we've learned.



**We love learning!** Technology is our passion, and we enjoy solving problems for our customers. To be the best at what we do, we need to always be learning, so expect to spend time growing your brain!



# The magic

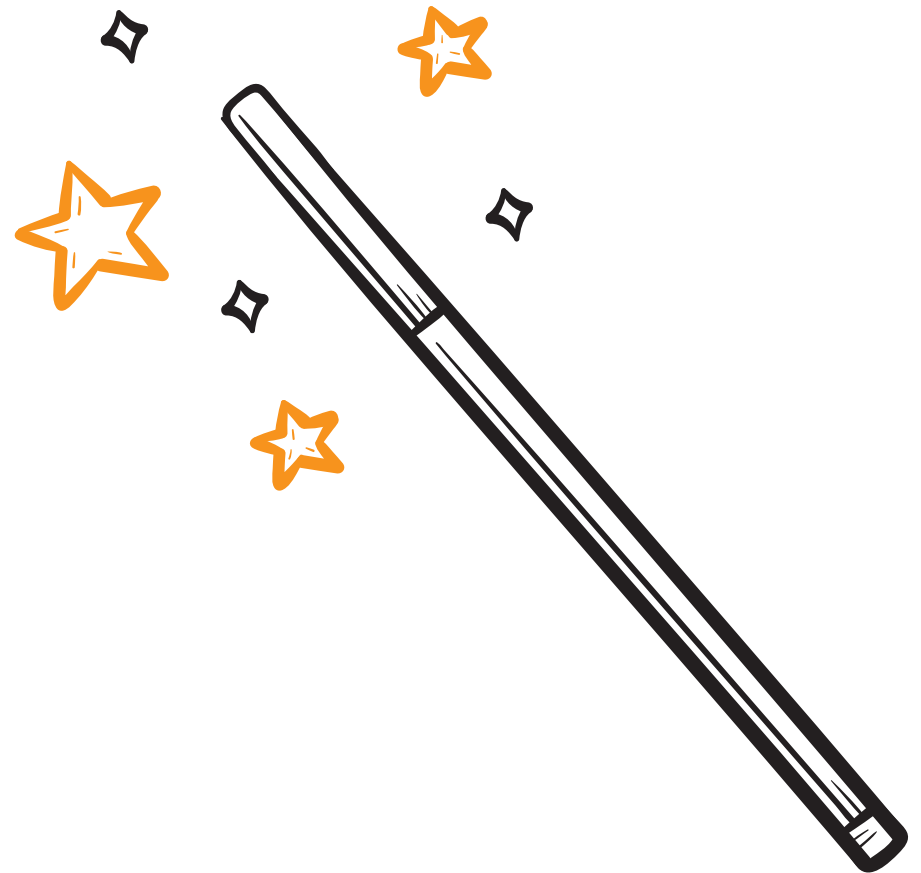
(Our superpowers)



Company culture is like your personality. It's made up of lots of things, from when you were born and the people around you when you grew up, to the passions you have in life, the values you hold dear, and the ambition for the future. It's the same for Phoenix.

While every company is unique, we're very proud of the things that make Phoenix extra special.

**Welcome to our superpowers.**



# We love making friends at work

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We spend a lot of time working (about 80,000 hours), yet work seems to have become something that's hard, or boring, or something you dread.

What if that could be different?

What if work was a place you were excited to go, where you could get your teeth into something challenging, learn new skills, and make new friends?

Having friends at work is good for everyone, but crucially its good for our people. Forming friendships at work helps us to feel like we belong somewhere, that we're understood and listened to.

Some companies frown upon the idea of friends at work, but this is where you'll find Phoenix to be a very different place!





We know it's important to you to have people to call on when you feel like you need some help, or to talk through something you aren't sure about, or just to catch up on the latest Netflix series - all are equally important.

Research shows that people thrive when they have more meaningful connections at work, and this not only benefits our people, it also benefits our customers, partners, and suppliers.

We get things done quicker because we know each other, we work through problems together without blame and politics, and we have fun while we work.



# We work hard to make everyone feel safe

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Wouldn't it be lovely to feel like you can make a mistake, and it's ok? Or what about putting your hand up in a presentation and just admitting that you don't understand, without worrying that someone will judge you? Maybe you've worked somewhere where the way they do things doesn't seem to make sense, but you've been too afraid of being seen as intrusive if you suggest a different way to do it?

All of these issues are completely normal for most companies on the planet, and in fact most groups of humans that need to work together to achieve something. It happens because we all worry about what others think of us, but it doesn't need to be like this.



At Phoenix we love the work by Amy Edmondson on psychological safety, here's a [cool video here to explain it](#) - or scan the QR below if you're reading this on paper and not on a screen. Creating psychological safety means we think about how we can create a culture where everyone feels safe to speak up without worrying about what people will think of them. Being psychologically safe isn't easy, it's almost against human nature! But it's well worth working on, because everyone benefits. You can just be, well... you.

Psychological safety is everyone's responsibility. So, while you're with us, think about what you need to feel psychologically safe, and what role you can play to make that for others around you.



Scan now to watch '[\*\*Building a psychologically safe workplace\*\*](#)' by Amy Edmondson



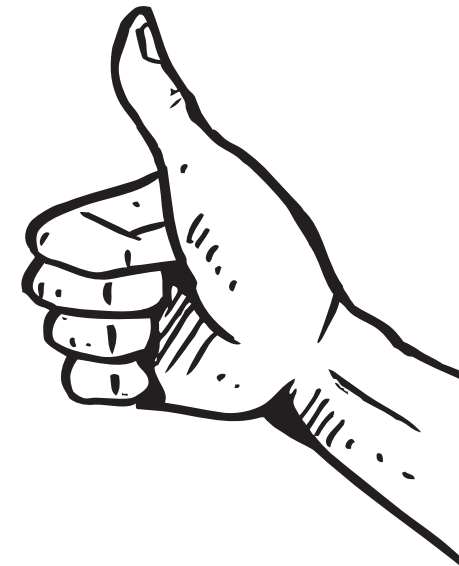
# Our leaders are humans

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Yes, we have a leadership team (we call it the ExCo which means Executive Committee), and yes, we have Directors and Managers across the business, but that's where the similarities with our approach to leadership compared to most 'normal' companies ends...

When you first join Phoenix, you can expect to meet Directors across the business, and members of the ExCo, including our Managing Director. All of these people are humans, not AI powered robots.

Leadership in #TeamPhoenix means creating the environment for everyone to be at their best, and to do that we need to get to know you! You are joining a community that values your ideas and opinions, your background and your experience.



And this isn't just when you join the company. You can easily speak to a Director or member of the ExCo at any time and their door is always open to new ideas - no idea is a silly one, although the robotic llama was close.



Expect to hear regular updates on what's going on, to have senior leaders coming up to you and asking how you are, expect to hear difficult questions being asked and real answers being given, and expect to hear plenty of recognition and gratitude to celebrate the amazing work from the #TeamPhoenix community.





# So, what now?

(Your next steps)



# Well, you've just taken in a lot of information.. what do you do next?

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1

You could grab some cake and think about how it made you feel.

2

You could remind yourself that you don't need to remember all of this today. This is a guide to refer back to as you navigate your career with us.

3

You could have a chat with people in Phoenix and ask them what they think about working here.

4

And finally, tell us what you think about it! We would **love** to hear your thoughts.



# FAQs

(All the things you want to know, but might not ask)



## Should I have my camera on during video meetings?

Yes please – we love seeing real people. Whether internal or external we ask for cameras to be on. It's nice to see the person or people, makes connecting easier, feels more professional, and creates a more inclusive meeting for all.

## What should I wear on my first day?

We operate a business casual approach so think smart jeans/ trousers, polo shorts, dresses, blouses. Basically, we want you to feel comfortable while doing your job – just no ripped jeans, Bermuda shorts, or hot pants.



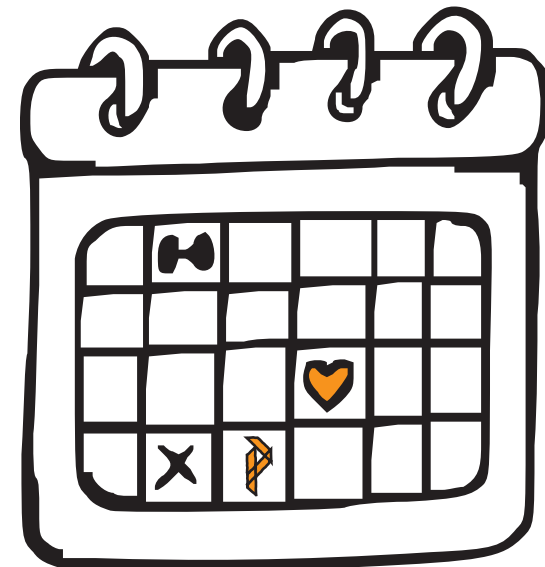


### Is there a kitchen in the office?

There are six kitchen areas all with fridges, boiling, and filtered water taps - they are a game changer. We also have a fully equipped kitchen with oven, microwaves, fridge, freezer, cutlery, glasses, mugs, pretty much everything you need – just bring the food.

### What if I already have time off booked?

Not a problem at all. Just tell us the dates that you've got booked off and we'll add them to the HR system and ensure it's all sorted for you.



## How often should I go into the office?

We have a hybrid working policy that asks for a minimum of 2-3 days in the office per week, but you can do more if you prefer. We feel that keeping connected is part of what makes us 'Phoenix', so we encourage in-person interactions wherever possible.

Obviously, there are certain teams and roles where this may vary such as a remote worker based in Scotland, our Technical Consultants travelling across the UK, and other role types, but these all still get into the offices when they can to connect with colleagues.



## Do you get together as a company?

Yes we do. Whether it's a whole company celebration, a Town Hall meeting, or a team night out, these are all great ways to get together, see your colleagues, catch up, and celebrate.

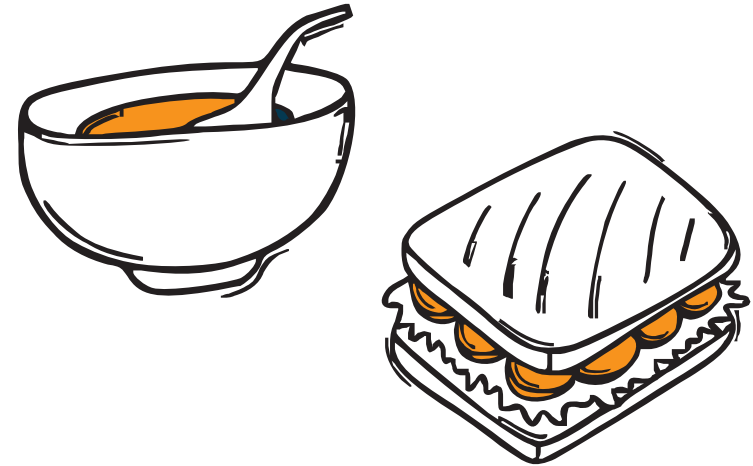
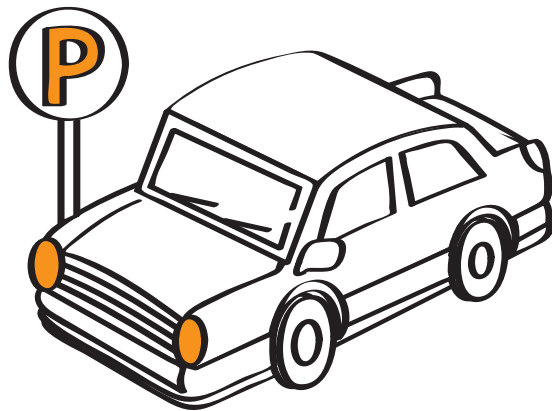
However, we know that not every event or activity is going to appeal to everyone, so we are always open to feedback and suggestions.



## Is there parking available, and can I charge my car there?

Yes, we have a huge free onsite car park for all employees to use at the front and back of the offices. We also have eight electric charging points that are completely free to employees all of the time - you can even pop in after your weekly shop for a top up if you're passing. We have an EV salary sacrifice scheme too if you're looking for a new set of wheels.

If you travel by public transport, we also provide subsidised bus tickets – just ask HR.



## Can I buy food and drinks onsite?

You can, but we're talking about a vending machine - which is restocked every Tuesday. Other than that, we do provide tea, coffee, cow's milk and have plenty of kitchen spaces and appliances, but you will need to provide the food and your preferred plant-based milk if you stay away from dairy.

## Are there some books/ models/ theories that have shaped the company that everyone should read and understand?

While we don't mandate reading or listening to anything before joining us, there are certain books that we're happy to recommend as part of ongoing training and development. Some examples are below:

- Black Box Thinking – Matthew Syed
- Atomic Habits – James Clear
- The Chimp Paradox – Prof Steve Peters
- Mindset – Carol S. Dweck
- Thinking Fast and Slow – Daniel Kahneman
- The Fearless Organisation - Amy Edmundson

Or if you prefer to listen to podcasts on your commute, while in the gym, or out walking the dog, we'd suggest adding the following to your playlists:

- Diary of a CEO – Steven Bartlett
- Feel Better Live More – Dr Chatterjee
- High Performance – Jake Humphries & Damien Hughes
- Reinvent Yourself with Dr Tara – Tara Swart Bieber





## What tools do you use to work together?

We are all in with Microsoft when it comes to collaboration and productivity tools.

Think Word, Excel, PowerPoint, Teams, SharePoint etc. There are specific tools used in different departments (like Marketing to make things look pretty), but all training will be provided.

## Do you have fully accessible and gender-neutral toilets?

Yes, we have one toilet that is fully accessible, as well as a range of male, female, and gender-neutral toilets throughout the offices.

You'll be spoilt for choice.





## What do I do if I need to make you aware of any specific support/ assistance with regards to my role or working environment?

We totally understand that what works for one person may not work for someone else, so we encourage everyone to have a voice and tell us what they need and what works for them.

If this means looking at how we work, communicate, plan etc. this is something we are totally on board with. Tell us what you need.

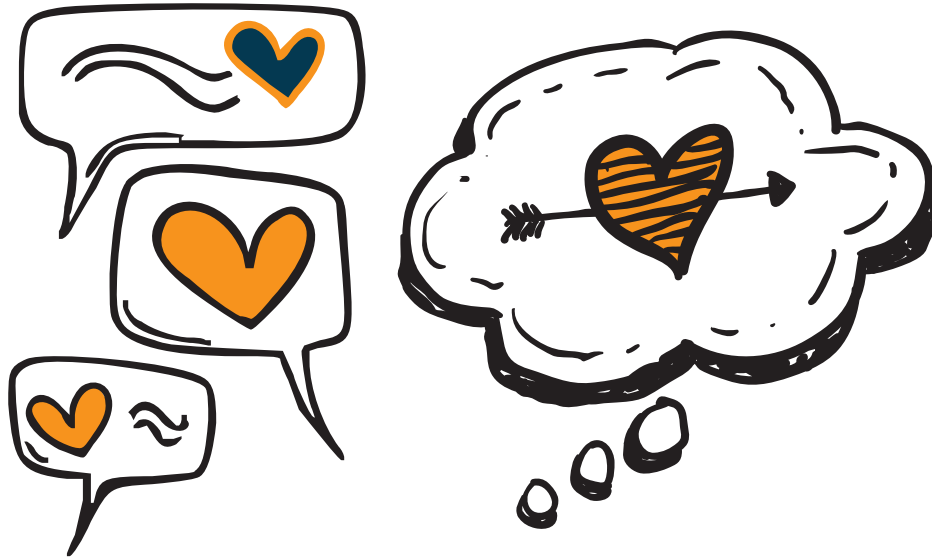


## If I have a concern about something, who do I speak to?

Doors are always open, so if you need to talk about anything there is always someone available. You can talk to your direct manager (or any member of the leadership team) in confidence at any time, and we have an onsite Employee Engagement & Staff Welfare Manager that is there for you too. You will also have your new team on hand who are always there for you to support and answer any questions or concerns you may have.

If you'd like to speak to someone outside of Phoenix, we have a free Employee Assistance Programme (EAP) where you can speak to experts covering areas such as stress, anxiety, physical and mental health challenges, and more.





## I've seen someone doing brilliant work, who do I tell to recognise this and how do we celebrate it?

Everyone! We love recognising the dedication, commitment, and awesomeness of members of #TeamPhoenix so please share the goodness. Share it via Weekly10, with your colleagues, your manager, or a member of the leadership team.

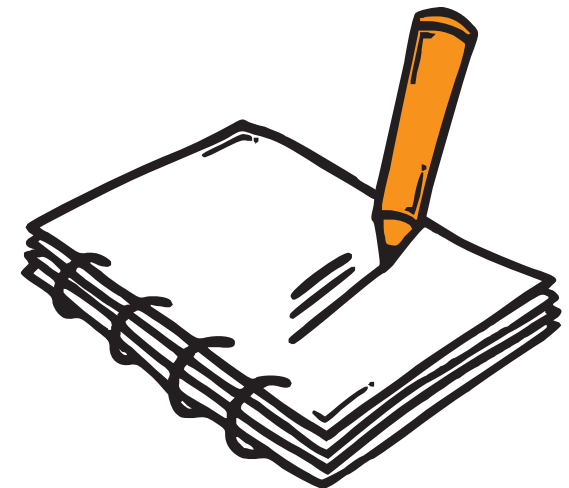
We may email the person direct, share in a Teams post, include in our newsletter, put a post on social media, or shout them out at a Town Hall – whatever is right for the person or team we're celebrating.

## I've got a good idea or suggestion for the company, who do I tell or what is the process for sharing?

We love ideas – we can't get enough of them! Due to the way we work, new ideas are coming out of meetings, conversations, projects, and the technology we use every day, so how do we capture and harness these? Well, it depends where and when they come about.

If it's in a meeting, we talk about them there and then and take action by letting someone run with the idea and come back to us with next steps. If it's something that a member of the team has come up with, they can either submit it via AIM (All Ideas Matter) or can share with colleagues and managers to look at where we go.

No idea is off the table – except for the robot llama we mentioned earlier...





**What is the protocol around social media and posting anything, such as I have just joined #TeamPhoenix and I am so excited to tell my network this.**

We welcome the use of social media and love it when people can't wait to tell their networks that they've joined #TeamPhoenix or share some updates with their network.

All that we ask is that we use the platforms in a respectful way and consider your colleagues, customers, network and #TeamPhoenix as a whole to ensure any messages have a positive impact. Marketing are always on hand to answer any questions you may have or provide guidance.

# So, what do you think?

If you're interested in learning more about what #TeamPhoenix do, how we do it, and how you can become part of it, email [careers@phoenixs.co.uk](mailto:careers@phoenixs.co.uk) to arrange an informal one-to-one chat.



# Thank you for reading

We hope to see you again soon, and if you want to be part of the story check out our careers at [www.phoenixs.co.uk/careers](http://www.phoenixs.co.uk/careers).

**#TeamPhoenix**



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